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ABSTRACT

Activities undertaken in four program divisions and in governance and administration within the University of Mid-America are reviewed in this progress report. The four divisions are research and evaluation, academic planning, course design and production, and marketing. In each section the program actions taken are enumerated, along with the multiple objectives for each action, and the related activities are described in further detail. Appended are a list of course ideas with brief descriptions, and a list of conferences within the division of academic planning. (MSE)

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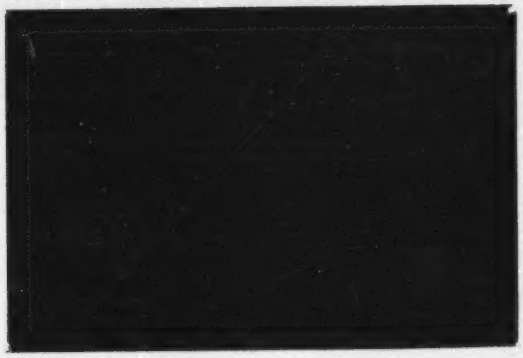

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UNIVERSITY OF MID-AMERICA

HE 012 357

Quarterly Report

A MODEL REGIONAL OPEN LEARNING SYSTEM

January 31, 1980

National Institute of Education Project No. NIE-G-75-0001

Principal Investigator
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University of Mid-America
Lincoln, Nebraska

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INTRODUCTION

The first interim progress report for FY 80 from the University of Mid-America to the National Institute of Education on Grant NIE-G-75-0001 covers the period October 1 - December 31, 1979.

During this report period, certain responsibilities were reassigned among various staff members at UMA to increase operating efficiencies within the organization.

The corporate treasurer and assistant to the president for administration was named associate vice president. While that individual retains responsibilities as corporate treasurer, he now also heads a new Division of Operations. The Division of Operations assumes responsibility for course design and production activities formerly assigned to the Office of Course Development, as well as Administrative Services; thus, the Division includes a senior designer who heads the Instructional Design Office, an executive producer in charge of the Production Office, and a comptroller and manager of Administrative Services.

The former corporate secretary and assistant to the president for public affairs retains his title of corporate secretary but assumes new duties as coordinator of special projects in the President's Office. The former publications editor assumes new responsibilities as manager of the Office of Information and Publications, which combines the public affairs and dissemination functions with the print production section which was formerly a part of the Office of Course Development.

Because the basic corporate functions of the University of Mid-America remain intact, but are accountable to other areas of the organization in some instances, most activity areas continue to follow the program actions

and related objectives set forth in the Plan of Work and Budget, Fiscal 1980-82, submitted to the NIE on June 30, 1979. The exception is the activity area of Research and Evaluation, for which objectives have been altered and refined, and which is explained in detail in the Introduction to that section.

This report, therefore, details activities that were undertaken in four programmatic divisions within UMA--Academic Planning, Course Design and Production (the former Course Development), Marketing, and Research and Evaluation, as well as the area of Governance and Administration. Progress is reported within the context of program actions and objectives specified herein for each division.

ACTIVITY AREA: RESEARCH AND EVALUATION

The activities for which progress is reported for the first quarter of FY 80 represent a somewhat different emphasis and organization than initially outlined in the workplan submitted to NIE for FY 80. The change in emphasis and, to some extent, in task definition, while more accurately reflecting the goals and operational tasks of the Division of Research and Evalutation, does not significantly alter the scope of work.

There are in effect two primary reasons for the alterations that have been effected:

1. The initial workplan was drawn up prior to the appointment of the current director of the division and while the office was in a state of conceptual and operational transition, and

2. the external evaluation of the University of Mid-America by Arthur D. Little Systems, Inc. (ADLS) has required a significant investment of time by the director and assistant director of the division as well as preempting formerly planned research projects which were to have drawn on the same population of enrolled learners throughout the UMA consortium to answer questions similar to those addressed by the ADLS study.

Finally, the title of the Division has been changed from "Research" to "Research and Evaluation." The new title more accurately reflects the dual function of the office.

The program actions addressed in this report represent the three areas of emphasis in the Division of Research and Evaluation: market research; formative, process and summative evaluation; and methodological research. The emphasis on generic research in the area of adult learning, evidenced prior to this fiscal year, has been superseded by research and evaluation activities of a more practical and practice-oriented nature. This is in

keeping with the recommendations issued at the NIE-sponsored research conference in Tucson in March, 1979.

To expedite the efficient accomplishment of the diverse tasks of the division, an associate director has been appointed.

PROGRAM ACTION A: To conduct investigations that identify and characterize potential audiences, assess learner needs, estimate market demand, analyze teaching-learning environments, and provide information useful for enhancing the effectiveness of the development and delivery of open learning opportunities.

OBJECTIVE 1: Collection and analysis of information on the identity, characteristics, needs/interests, and barriers to participation of audiences in lifelong learning programs.

In October, Research and Evaluation staff met with UMA consortium delivery coordinators to introduce and discuss the content outline for a uniform consortium-wide information gathering form. Such a form, accompanied by uniform data gathering procedures, will facilitate the collection, analysis and dissemination of information beneficial regionally and nationally. A preliminary draft of the proposed data gathering instrument will be discussed in a working session with the delivery coordinators at their next meeting.

Extensive collaborative work has taken place between Arthur D. Little Systems, Inc. (ADLS) staff and UMA Research and Evaluation personnel to define the parameters of the external evaluation of UMA and to determine survey content useful to UMA's future directions. In addition to meeting twice with ADLS staff for two-day working sessions, UMA staff has provided continuous review and substantive input and has been coordinating selection of the sample for the study from the UMA consortium states.

In December, UMA received word that the proposal to study the relationship between adult transitional status and engagement in educational activities had not received funding. This terminated the phase of cooperative generic research projects conducted principally by consortium institution faculty members.

OBJECTIVE 2: Collection and analysis of information supporting the activities of the Division of Academic Planning, concerning the need and demand for UMA instructional materials by institutional and/or other potential users.

A major shift in the orientation of research activities over the last fiscal year has been toward market research. With the knowledge collected previously by UMA that business courses are currently in high demand, considerable effort has been expended during this quarter in researching the potential market for a cluster of business courses. Trends show increasing enrollment in business programs continuing well into this decade, and though a multi-media package of graduate level courses in the MBA area does not seem desirable at this time, the production of a core of undergraduate business courses appears to be a high potential endeavor. UMA is proceeding in this direction.

In further support of this objective, smaller assessment studies were conducted to investigate the potential of statistics course content as an area for intelligent videodisc software development and of media materials to promote computer literacy. UMA studies show that introductory statistics coursework has little consistency of presentation across disciplinary areas and largest enrollments are in business statistics. In the area of computer literacy, Research and Evaluation staff helped prepare a proposal to acquire hardware to facilitate further exploration of computer applications. (See Program Action A, Objective 3, page 12.)

To facilitate analysis of data from market research studies, UMA has undertaken the design of a computer program to use the capabilities of the in-house computer to handle analysis tasks currently performed on the mainframe computer at the University of Nebraska-Lincoln.

OBJECTIVE 3: Review of extant studies concerning actual or potential audiences for and institutional users of lifelong learning products.

During this quarter no significant progress was made in addressing this objective. Reports of extant studies are examined on an ongoing basis and important findings disseminated in memo form to relevant UMA offices.

OBJECTIVE 4: Continued development of library resources related to lifelong learning.

The library is currently in a state of transition. At the end of this quarter the staff member with primary responsibility for the library function was promoted to another division within UMA. During this quarter, however, approximately 11 periodicals and 80 books were catalogued into the library. Also, a vertical file for short articles and news items of interest was added to the library. The 156 entries to date include topical articles as well as information about publishers and publishing companies.

PROGRAM ACTION B: To conduct course, product and process specific evaluations that support and improve development and diffusion of UMA distance learning materials and to disseminate generalizable evaluation findings to interested audiences, as appropriate.

OBJECTIVE 1: The provision of course specific formative evaluation activities in planning and development.

During the first quarter the final evaluation activities in support of "Loosening the Grip: A Survey of Alcohol Information" were summarized. In addition, the procedure of satellite review used to evaluate the Accounting prototype television program during FY 79 was summarized and submitted to two professional associations for conference presentation consideration. The paper has been accepted for presentation at both the Lifelong Learning Research Conference in February, 1980, and the American Educational Research Association Conference in April, 1980.

In further support of this objective an evaluation plan was designed for the Accounting course currently under revision at UMA. This plan included a recommendation to use the local cable system to deliver the prototype television program to student reviewers.

Evaluation plans were also designed for a three-program series in Parent Education and evaluation consultation was provided to the Division of Academic Planning in support of concept development in areas of workskill disabilities.

Finally, an essential element for the expeditious performance of formative evaluation activities is access to a number of surrogate student reviewers. During this quarter the 481 members of the volunteer student pool were contacted to update the pool. As a result, the pool was reduced to 290 and renewed recruitment activities were undertaken.

OBJECTIVE 2: The collection and analysis of summative evaluation data of the performance of UMA-produced distance learning materials both regionally and nationally with both institutional users and students.

The two primary means of addressing this objective have been the continuing development of uniform consortium-wide data collection forms and the ADLS survey study. In addition, initial plans have been laid with the

Marketing Division to select a sample of institutional users who will be surveyed during the next quarter.

OBJECTIVE 3: Collection and analysis of information supporting the activities of the Division of Marketing concerning the effectiveness of both market research and marketing plans and strategies.

A telephone survey of institutions and individuals who received promotion folders and kits for two UMA courses was completed and recommendations presented to the Division of Marketing. Suggestions for additional kit enclosures, introductory and follow-up materials and customer tracking were among the recommendations.

A major effort was devoted to the development of an evaluation form for judging potential UMA acquisitions. Representatives of each UMA division provided a list of the criteria on which their respective divisions would judge the suitability of any given product to UMA resource and image commitment for purposes of distribution. A detailed instrument was devised and pilot tested during the first quarter. Revision and further development of the form and procedures is continuing.

PROGRAM ACTION C: To investigate the processes and procedures relating to distance learning and nontraditional educational product development, evaluation and diffusion, including the application of various technologies to lifelong learning, that will contribute through dissemination to both the general fund of knowledge and instructional practice.

OBJECTIVE 1: Refinement and improvement of existing technology and media-oriented formative evaluation methodologies.

UMA has begun discussions with the Warner QUBE two-way interactive cable system in Columbus, Ohio, concerning possible use of the system for experimental evaluation activities. Use of the local Lincoln Cablevision

public access channel has also been explored and plans developed to use the system as the delivery mechanism for the evaluation of the revised Accounting prototype television program in the second quarter.

OBJECTIVE 2: Refinement and improvement of instructional design procedures as applied to distance learning technologies.

Activities in support of this objective have been, for the most part, deferred until the second quarter. A preliminary model of the instructional and production design process for film/video presentations has been developed, however. The model identifies and defines a number of variables hypothesized to be of importance to the cognitive and affective outcomes of such presentations.

OBJECTIVE 3: Review of extant studies concerning lifelong learning product development.

Review and dissemination of relevant studies continues as an ongoing function of the Division.

ACTIVITY AREA: ACADEMIC PLANNING

The Division of Academic Planning is responsible for program planning, delivery systems coordination, academic relations and conference activities. In planning and delivering courses, the division serves as liaison between UMA and member institution staffs. Objectives and progress toward those objectives reflect this relationship.

PROGRAM ACTION A: To develop plans for credit and noncredit-bearing instructional packages which are responsive to the needs of adult learners and specific target audiences whose educational opportunities are limited by geographic, economic, or temporal factors.

OBJECTIVE 1: The development and organization of a Division of Academic Planning which will facilitate the effective planning of mediated course materials.

The Division of Academic Planning was formed in FY 79 to provide a clear organizational focal point for the generation and development of new course ideas and curricula. During the first quarter of FY 80, two new members were added by transfer from other UMA Divisions: a program coordinator in the conference area, and an assistant program development specialist in the area of computer technology. In addition, the Division is presently recruiting a program development specialist in the business area.

As a concomitant of this growth, administrative and operational procedures have been evolving steadily. In the recent reorganization, part of the fundraising responsibility of the former Public Affairs division was transferred to Academic Planning, meaning additional responsibility for research into and contact with potential outside funding agencies.

The planning process devised during FY 79 is presently being revised to take better advantage of the expertise in other UMA divisions. A standard format is being instituted for all planning documents, and the word processing capabilities of the internal computer are being utilized to facilitate proposal preparation.

Staff evaluation is proceeding according to the process developed during FY 79, and there has been some reassignment of staff within the Division based upon performance evaluations.

OBJECTIVE 2: In cooperation with the Divisions of Research, Marketing, and Operations, definition and implementation of procedures by which course development selections are made that are consistent with the academic standards of postsecondary institutions and the need of specific target audiences.

In line with UMA's New Directions statement and the establishment of a priority for identifying the needs of learners and producing instructional materials suited to those needs, UMA is implementing procedures to narrow its focus to a smaller number of content areas, and continues to foster development of continuing education and personal enrichment materials as alternatives to credit-only courses.

UMA has identified four general areas upon which to focus course content: Business, Education, Health, and a general category of Public Education. Two courses being planned and/or developed with funding from the National Endowment for the Humanities are included within Public Education (see Objective 3 below). Another new course under development, informally called "Parent Education," falls under the general Education category.

UMA's increasing investigation into and production of courses in the business arena, reflects established knowledge that business courses, in

both traditional and nontraditional study programs, are in high demand across the country. UMA continues to analyze opportunities and initiate inquiries regarding development of business-related materials. Late in the quarter, preliminary investigation was made into possible development of a course for training management employees in business and industry to cope with the integration of disabled persons into the workforce as a result of federal mandates.

The revision of the planning process currently under way for new courses calls for a proposal development team to be assembled for each new idea approved by the Proposal Committee. Each team will be headed by the program development specialist responsible for the idea, and will include representatives of the Divisions of Research, Marketing, and Operations. Bringing these representatives together near the beginning of the planning process should insure that Academic Planning is able to make the best use of their expertise and vice versa.

OBJECTIVE 3: The development of plans for mediated instructional materials and packages.

At the end of the quarter, 21 active projects were in various stages of planning, with two or more additional projects scheduled to begin in the business area in the next quarter (see Appendix A). During the first quarter of FY 80, UMA was awarded three grants for projects developed by the Division of Academic Planning: a Parent Education television series, library and museum use of the Great Plains Experience materials, and a telecourse on Rural Society. (See Program Action C, Objective 2, page 34.)

Activities were undertaken during the quarter relating to UMA's New Directions on the proposed reallocation of resources to explore more uses of non-broadcast technologies. UMA is now investigating with the Nebraska

Educational Television Network (NETV) the possibility of seeking support to produce an entire course using videodisc and microcomputer linkup technologies. In addition, UMA is studying mini- and micro-computer applications and the market for a potential mini-course package in computer literacy for teachers.

A videodisc presentation by NETV and UMA personnel of UMA's "Going Metric" materials met with success at the annual convention of the National Association of Educational Broadcasters in November.

PROGRAM ACTION B: To develop effective working relationships with UMA's member institutions through the development of effective delivery systems; the involvement of faculty and administrators in planning and production processes; and the building both of internal and external consortia to utilize more efficiently the design, production, and delivery expertise of UMA's member institutions.

OBJECTIVE 1: The support and improvement of effective delivery systems within the UMA region.

The development and improvement of UMA-affiliated delivery systems is an ongoing responsibility of the member institutions, with the assistance of the Divisions of Marketing and Academic Planning. UMA's primary contribution to this process has been the frequent consultation of the Director of Academic Planning with delivery systems personnel through numerous campus visits, and through mail and telephone contact. New UMA acquisition policies and the plan to make delivery systems franchised distributors of UMA materials will also help this process by making more materials available to the delivery systems at more attractive rates.

During the fall semester, UMA member institutions enrolled a total of 1,212 students in all courses, including 257 students in five UMA-produced courses: Accounting I, Accounting II, Foundations of American Nationalism,

The Great Plains Experience, and Japan: The Changing Tradition. The largest enrollment, 159 students, was in the Great Plains Experience course.

During FY 79, a plan for phasing out UMA support of delivery systems was presented to the Board of Trustees, with recommendations for its implementation. However, following a request by the Board at its November meeting, UMA re-examined its earlier Board-approved decision to reduce support from $40,000 to $30,000. The Executive Committee of the Board met by conference call later in the quarter to discuss options and, upon the recommendation of the UMA President, decided to reinstate full funding for FY 80. The Board of Trustees will consider the entire matter at its annual meeting in June 1980. During FY 80, UMA will emphasize to the delivery systems the development of strategies that will allow them to become financially independent.

OBJECTIVE 2: Development of improved relationships between UMA and its member institutions by involving faculty members and administrators more fully in all UMA related activities.

The UMA staff communicates regularly with faculty members and administrative staff of the member institutions. During this quarter, for example, UMA staff members met with members of the Institutional Advisory Council and delivery coordinators, in group meetings, and a meeting of conference directors was planned for early in the second quarter. In addition each staff member met individually with other member institution staff members to discuss academic planning, program development, and delivery matters.

OBJECTIVE 3: The development of consortia within and outside the UMA member institutions to plan, design, produce, and distribute mediated educational materials, primarily of a non-television variety.

In UMA's New Direction addressing the building of consortia of all kinds within and without the UMA membership, several activities have taken place. The course "Jazz: An American Classic," has been completed and was produced through a cooperative effort between UMA and the University of Minnesota, a consortium institution.

Co-sponsorship of a national conference on "Reaching the New Student" (see Program Action D, Objective 1, page 36) is the product of a consortium made up of UMA and several other participants and proponents of nontraditional study, including Coast Community College District, Dallas County Community College District, Maryland Center for Public Broadcasting, and Miami-Dade Community College.

PROGRAM ACTION C: To offer conferences, workshops and training programs related to open learning and nontraditional study.

OBJECTIVE 1: Development of a capability to offer conferences, workshops, seminars, training sessions, etc. related to open learning and nontraditional study.

A program development specialist was hired late in FY 79 to oversee the development of a conference operation, which is intended, among other things, to enhance UMA's market opportunity and generate additional funds to support operations. This function will serve the professional development needs of administrators, professional educators and human development specialists in postsecondary, business and government settings, who produce and deliver programs for adult learners.

By the end of FY 82 UMA projects a minimum of 25 different conference titles (see Appendix B). Plans call for each of these conferences to be offered in four-to-ten different locations. In addition, UMA will continue to sponsor an annual open learning conference (see Program Action D,

Objective 1, page 36) and to co-sponsor other major national conferences with schools in the consortium and with other institutions and agencies consistent with UMA's mission.

In FY 80-82, UMA is expected to realize over $200,000 in projected contributions, including overhead, for administration, research and development, and delivery of new products resulting from these conferences.

ACTIVITY AREA: COURSE DESIGN AND PRODUCTION

The primary activities within the area of Course Development are the design and production of mediated instructional materials for specific target audiences, and the provision of technical support and consultation regarding design and production concerns to appropriate offices and divisions within UMA. Progress toward objectives corresponding to these activities is reflected in the narratives following each objective.

PROGRAM ACTION A: To design and produce mediated instructional materials which are consistent with needs of identified target audiences.

OBJECTIVE 1: Preparation of project-specific design documents for materials to be produced, verifying (and modifying as necessary) audience parameters, and specifying objectives, content, organization, message design, and component types and roles.

During the first quarter, design activities were undertaken on the following projects: Accounting and Parent Education (formerly referred to as Child Abuse).

The design and production plan for the Accounting project, completed during the last quarter of FY 79, was refined to reflect preliminary agreements with the text publisher. Two University of Nebraska faculty members agreed to serve as resident specialists and members of the Senior Content Advisory Panel, and other invitations were extended to the authors of the text, the accounting editor of Business Week, and to a senior partner of Arthur Andersen and Co., to serve on the Panel.

Work was begun on the first-level design of the course, including a detailed outline, objectives for each unit, and television program topics.

A preliminary format for the companion print piece to the adopted print materials was generated, and revisions identified. The first draft of the prototype guide was written and reviewed internally. The host for the television programs was identified and hired for the prototype program, scheduled for taping during the second quarter, and taping arrangements, including set design work, were completed in agreements with the WETA studios in Washington, D.C. A preliminary list of guests was generated for the prototype program and for selected others, and preliminary contacts with prospective guests were made.

In sum, design activities on the Accounting project proceeded in close adherence to the plan of work. In accordance with UMA's New Directions, this plan tests several new approaches: (1) a budget and schedule far smaller than those anticipated in previous plans for the project, a reduction made possible by adopting existing high quality print materials, and by selecting a format for television -- 13 interviews -- consistent with an appropriate instructional role and with minimal costs to fulfill that role; and (2) a two-phase design/production process, involving the development and careful testing of a prototype unit, which is designed to maximize instructional effectiveness and minimize overruns in time or cost.

Design activities commenced during the first quarter on the Parent Education project, supported by a first-year grant from the National Center on Child Abuse and Neglect. The three-year project calls for the development of three 30-minute television programs for a general audience focusing on topics and situations closely related to abuse and neglect, and print materials for both parent and parent-educator audiences. The print materials will be used in conjunction with the programs in efforts directed toward the primary prevention of child abuse and neglect. UMA retained the

services of two professionals at the Nebraska Psychiatric Institute, who will serve as content advisors for this project. A professor of pediatrics at the University of Iowa -- a UMA consortium school -- will serve as Senior Content Advisor.

Preliminary identification of program topics and of related situations was accomplished during the quarter, as was the listing of themes appropriate for an expanded series of programs for which support will be sought upon successful completion of the project. In addition, the plan of work and budget were refined to reflect current conditions. An alternate plan of work, calling for the more efficient use of resources by condensing the project schedule to two rather than three years, was developed during the quarter for submission to the granting agency.

OBJECTIVE 2: Production of instructional materials consistent with design specifications, prototype review and conclusions, resource allocations and schedules.

Production activities were carried out on the following projects during the first quarter: Small Business Management and Alcohol Education.

A final draft of the series use guide for the course "Case Studies in Small Business" was completed and published. The guide provides potential users of the film series with information about the films and how they can be used in classroom and workshop settings.

Production activities continued on both print and television components of "Loosening the Grip: A Survey of Alcohol Information." A revision of the study guide, based on evaluation data, was completed, and entry of the guide into the in-house word-processing system in preparation for editing and publication was begun. Television production activities included completion of filming and editing to rough cut two programs, final editing and scripting of two programs, recording of voice-over narration by the

series host, taping of the studio interview program, and continuation of post-production activities on all programs.

In addition to the foregoing activities on projects under development, design and production staff also produced during the quarter a number of informational television pieces designed to encourage the use of both UMA products and other distance-learning materials. These pieces included a 15-minute program describing and sampling the film series "Case Studies in Small Business," three brief spots designed for broadcast in which current UMA students state their perspectives on how distance learning has helped them to overcome barriers, and 10 one- to two-minute pieces featuring the presidents of the UMA institutions offering their views on UMA and its future.

PROGRAM ACTION B: To provide project management consultation and technical support to UMA divisions.

OBJECTIVE 1: Articulation of project-specific management plans in sufficient detail for design-production decisions to be made by UMA administration with minimal organizational or financial risk.

As reported under Program Action A, Objective 1, above, management plans were refined during the quarter for the Accounting and Parent Education projects.

OBJECTIVE 2: Management of personnel and other resources to insure that course development costs are contained and schedules are met.

The most significant management activity during the quarter was the reorganization of design and production staff described in the Introduction to this report.

Other activities included the negotiation of grant terms and evaluation procedures on the Parent Education project with the funding agency, the resolution of a major rights issue concerning the publishing of the Alcohol Education study guide as a "derived work" with the publishers of the adopted text, the development of preliminary agreements and working procedures on the Accounting project with the text publisher, and the investigation, including on-site inspection, of a developing technology which would make available a medium which could deliver information to a computer in the home at far less cost than currently possible.

OBJECTIVE 3: Provision of consulting support to the planning and preparation of course planning papers.

During the quarter, design and production staff consulted on a number of planning activities. In particular, preliminary design, scheduling, and budgeting work was carried out on a project to improve the skills of managers and employees in dealing with handicapped workers. Staff members also contributed to the development of a proposal concerning the use of minicomputers as an instructional tool for teachers. (See Program Action A, Objective 3, page 12.) In addition, design and production staff participated actively in efforts to identify appropriate projects involving new technologies. These efforts included discussions on innovative uses of cable television for instructional delivery, applications of minicomputers in the home for distance-teaching and independent learning, and applications of videodisc and videodisc/minicomputer combinations to independent learning in different environments.

ACTIVITY AREA: MARKETING

Activities in the Division of Marketing during the first quarter of FY 80 centered around the dissemination of information about UMA course materials, discussion and agreements on various arrangements for use of course materials, as well as formulation of plans to acquire and distribute extant materials.

PROGRAM ACTION A: To increase adoptions and improve use of open learning course materials among institutions of higher education throughout the United States.

OBJECTIVE 1: Development of marketing materials and procedures by which course materials will be provided to prospective institutional users, assisting them to attract and serve adult learners in both formal and informal educational environments.

In keeping with UMA's New Directions statement to reallocate resources to promote increased institutional uses, an assistant director of marketing was hired during the quarter following a four-week nationwide search.

UMA continues to monitor adoptions of course materials and compare those adoptions to goals established for FY 80. For the nine courses currently available, produced by UMA or within the consortium, there were 56 institutional adoptions during the first quarter. A total of 67 adoptions are pending from the first quarter. Previews of materials for each of these courses totaled 92.

UMA has taken the lead in implementation with other producers of a joint exhibit operation for presentation of materials at conventions and conferences, and a staff member has been assigned the primary task of organizing and implementing the marketing operation. Display equipment,

additional video equipment, and a van for transportation have been acquired, as well as additional graphic work developed to provide such services for the other four institutions sharing the booths at conventions: Coast Community College District, Dallas Community College District, Miami-Dade Community College and the Maryland Center for Public Broadcasting.

UMA has maintained an active role in promoting its course materials at various national conventions during the quarter. Both video and print materials were displayed at the convention of the Association of Community College Trustees in Detroit, the New York Expo in New York City, the Middle Atlantic Social Studies Conference held in October, the conference of the American Council on Education in Houston, the National Association of Educational Broadcasters Convention in Chicago in November, and the conference of the National Council on Community Education held in Boston. Nearly 750 new contacts were established through UMA's marketing efforts at these conventions, by personal contact and dissemination of printed information.

New materials completed during the quarter in cooperation with the Office of Information and Publications included brochures and a series guide for the course "Case Studies in Small Business."

Advertising was increased during the quarter. A general information advertisement in the November issue of Educational & Instructional Television generated 61 requests for additional information. Two advertisements were run in Training magazine during the quarter, one for "Case Studies in Small Business" and another for "Going Metric." These ads resulted in 24 requests for additional information. An announcement about UMA's new course offerings appeared in the October issue of Public Telecommunications Review. Training Action Postcards advertising "Case Studies in Small Business" were sent to 50,000 training and management executives, and prompted 102 replies by the end of the quarter.

OBJECTIVE 2: Foster the development of the delivery systems in the UMA states as co-distributors of course materials.

In the first quarter, UMA continued to develop co-distributorships with consortium institutions by providing preview materials and basic information needed to strengthen their roles in stimulating student interest and making UMA-distributed course materials more readily available in their respective states. Four of the seven UMA delivery systems have become operational as co-distributors of course materials and discussions continue with the remaining three.

A "common carriage" concept, which encourages television stations and institutions in the UMA seven-stage region to use the same course materials concurrently, was presented at the October meeting of delivery coordinators, and the point was stressed that an agressive "common carriage" plan could save consortium institutions up to $137,000 in broadcast quality quad tape costs alone in one year. UMA is continuing its discussions regarding this plan. Extensive discussions were held with 15 members of the University of Minnesota staff and several new ideas were incorporated into the plan at the end of the quarter.

The Director of Marketing and another Marketing staff member attended a one-day work session of the Iowa Task Force of Telecommunications in Higher Education during the quarter.

OBJECTIVE 3: Development of a marketing information clearinghouse to provide institutions and media delivery systems with information about mediated instruction.

A marketing information clearinghouse has been delayed until additional staff time can be assigned. Information pieces are being collected and UMA is investigating the development of a plan whereby these materials can be

more readily available to institutions of higher learning and public media organizations desiring to use UMA materials.

OBJECTIVE 4: To begin distribution of Japanese Studies and Great Plains Experience materials for high schools as spin-offs of existing products.

Printed materials for high school teachers of the "Japan" and "Great Plains Experience" courses were introduced to the public television ITV directors of the Southern Educational Communications Association and the Central Educational Network during this report period. These introductions resulted in the purchase of "Great Plains Experience" materials for 251 instructors, and purchase of "Japan" series guides for 196 teachers.

PROGRAM ACTION B: To increase and improve use of open-learning materials among informal adult education institutions such as libraries, museums, historical societies and the general public.

OBJECTIVE 1: Identification of potential users for each extant course package.

UMA continues to develop plans to identify potential users of extant course materials. A planning grant was funded by the National Endowment for the Humanities this quarter (see Program Action C, Objective 2, page 34) and will provide for cooperation between UMA and various libraries, museums and state humanities committees across the country, using existing materials from the "Great Plains Experience" course package. A member of the Academic Planning staff serves as project director and continues to work closely with the Director of Marketing.

OBJECTIVE 2: Development of marketing plans for each target audience.

Activity continued in this area during the quarter as the Division of Marketing progressed toward its goal of entering all marketing address lists into an in-house computer. The lists reflect four levels of interest: the preview contact, with a current list of 972 names; agreements pending, which has 67 names; agreements in force for both broadcast and long-term broadcast, with 196 names; and previous users, with 33 names. Names entered for preview contact played an especially important role as marketing efforts were readied during the quarter for "Loosening the Grip: A Survey of Alcohol Information."

OBJECTIVE 3: Develop, in cooperation with the Office of Information and Publications, a series of articles about extant course materials to be submitted for publication in business, industry, education and government journals and magazines.

Several stories about successful use of UMA course materials have been identified and, after collecting more information, articles will be drafted for use later in this fiscal year.

PROGRAM ACTION C: To facilitate access to open learning materials through effective and cost-efficient distribution procedures and systems.

OBJECTIVE 1: Development of a closer working relationship with the marketing offices of publishers and other producers of mediated instructional materials with a goal of becoming sole and/or co-distributors.

A preliminary planning meeting was held during the quarter with McGraw-Hill publishers as the first step toward developing a complete marketing plan for "Accounting I," and "Accounting II," currently under revision. Meetings were held with Document Associates to discuss potential acquisition of a series of films on organizational behavior. A preliminary

discussion was held with representatives of Coast Community College District to agree upon guidelines for marketing plans for an introductory psychology course now being produced for a consortium of organizations nationally.

UMA also met with a vice president of Crown Publishers to discuss a potential cooperative relationship for marketing its book, Forces of Life, and the "Botanic Man" television components of a potential acquisition from Thames Television International in London. Meetings were held with Control Data Corporation about its potential use of "Case Studies in Small Business" in conjunction with a computer course taught at 60 CDC learning centers.

UMA staff met with representatives of Hazelden Foundation in Center City, Minnesota, to preview rough cuts of one program from "Loosening the Grip: A Survey of Alcohol Information," and to discuss potential marketing of the course for use in education on alcoholism prevention. Meetings were also held with representatives of G. B. Milesi Enterprises, an Italian firm, concerning preliminary plans for an agreement to translate into English the narration of eight hours of films about Russia, and possible development of a print component.

UMA entered into a contractual agreement with Education Television Productions, Inc. of Beaumont, Texas, for the purchase of UMA's first acquisition, "Play Bridge With the Experts." The series provides special opportunities for use by cable television systems, and UMA has discussed use of the 26 programs with the QUBE interactive cable system in Columbus, Ohio.

OBJECTIVE 3: Further development of the use of the satellite for distribution of UMA-produced materials.

The 10 films from the "Case Studies in Small Business" course were fed via satellite uplink from Lincoln during December for preview by tele-

vision stations nationwide. Stations were encouraged to tape the films for previewing with educational institutions in their communities. UMA continues to provide one hour of programs via the satellite each Monday, and the satellite schedule is established through June.

OBJECTIVE 4: Development of continuous working relationships with other UMA divisions to provide early information about marketing strategies and effective means of dissemination.

UMA seeks to promote increased institutional uses and ongoing activities related to the acquisition of quality materials produced by others. To this end, an Acquisitions Task Force was created during the quarter, chaired by the Director of Marketing. The group has been involved with the development of tools for use in the evaluation of extant materials.

The Division of Marketing continues to keep the Academic Planning Division informed about possible acquisitions and preparation of dissemination plans for new course ideas, and a staff member from the Division of Academic Planning serves on the newly created Acquisitions Task Force.

ACTIVITY AREA: GOVERNANCE AND ADMINISTRATION

The administrative function of UMA, accountable through the President to the Board of Trustees and to funding agencies supporting UMA, is concerned with governing the consortium, directing staff efforts, monitoring progress toward goals, and maintaining fiscal stability of the central organization. The administrative component of the University of Mid-America includes the offices of the President, Vice President, Operations, and Information and Publications, with appropriate participation by other UMA divisions.

PROGRAM ACTION A: To maintain and improve an effective and responsive system of governance for the corporation and consortium which insures that policies are established in a timely and deliberate manner to achieve the organization's goals.

OBJECTIVE 1: Provision of staff support to the governing board and its committees.

UMA has maintained a flow of information of both operational and financial nature through frequent mail and telephone contacts with the Board of Trustees. During this quarter, the President's Office initiated a periodic informational letter to the Board. Similar letters will be sent in the future on a regular basis and will highlight significant activities occurring between the semi-annual meetings of the Board of Trustees. These letters are designed to provide more detailed insight into various current issues of importance than might be found in UMA publications of a broader and more general circulation.

OBJECTIVE 2: Ongoing review and improvement of processes by which policy issues are resolved.

The administration of UMA constantly strives to improve and increase open two-way communications with the Board of Trustees concerning pending or desired policy changes. Regular meetings of the governing body are one way to facilitate refinement of processes related to the resolution of policy issues.

The Board held its late-year meeting in November and reaffirmed the consensus reached at its annual meeting in June--that UMA should continue to aggressively pursue a national role in the field of open learning, while remaining mindful of its regional consortium base. The Board approved expansion of the Institutional Advisory Council to include representatives appointed by the six Trustees-at-Large, an option to be exercised at the discretion of each such Trustee.

OBJECTIVE 3: Increased effectiveness of advisory bodies vis-a-vis the governing board.

In November, the National Panel of Advisors, in its first annual meeting since membership revisions, recommended that UMA consider acquiring and distributing quality materials produced by others, and urged UMA to emphasize production of materials that will have the widest use, although the group did not exclude other opportunities as they arise.

Consistent with UMA's existing plans, the NPA cautioned UMA against concentrating on "futuristic" technologies and recommended instead that it spend time on existing developments, such as microcomputers, videodiscs and interactive cable systems.

The first meeting of the Resource Development Council was held in November, and that body endorsed UMA's plan to focus on development of

educational materials in the field of business. The council agreed to work actively with UMA to seek financial support for projects, especially those related to the business arena.

Delivery coordinators from each consortium state and the Institutional Advisory Council met separately in October to discuss cooperative projects between UMA and its members, and to discuss matters regarding development, production, distribution, pricing and distributorships. The delivery coordinators agreed to support the external evaluation of UMA now being conducted, and expressed interest in the "common carriage" concept presented by the Director of Marketing. (See Program Action A, Objective 2, page 24.)

OBJECTIVE 4: A broadly based and effective governing board.

Through frequent contacts with each member of the Board of Trustees, UMA continues to gain valuable leadership and direction in policy matters of major significance, as well as in issues affecting day-to-day activities. The UMA administration considers that the broad spectrum of business, government and education from which the Board is drawn is a significant factor in UMA's success as a model regional open learning system.

PROGRAM ACTION B: To direct corporate staff efforts in order to implement organizational policies and procedures, insure that staff efforts are consistent with organizational goals, and maintain an atmosphere conducive to stability and creativity.

OBJECTIVE 1: Periodic review of progress toward meeting organizational goals and objectives.

Pursuant to the streamlining of UMA operations and corresponding changes in organizational assignments, a new Management Committee was established to replace the former Executive Council. The new committee is comprised of

the directors and managers of major divisions, in addition to the President, Vice President and Associate Vice President. The Vice President continues to call regular meetings of division directors for consistent and periodic review of progress related to the Plan of Work. In October, the President conducted two-way performance evaluations with each division director in an effort to ascertain and evaluate ongoing activity toward meeting organizational goals and objectives. Performance evaluations for UMA staff are scheduled for implementation this fiscal year.

OBJECTIVE 2: Periodic reviews and evaluations, with external assistance as appropriate, of organizational progress and productivity.

UMA has instituted key recommendations stemming from a study of internal communications at UMA, conducted by graduate students from the University of Nebraska-Lincoln in FY 79. An external evaluation to be conducted by Arthur D. Little Systems, Inc., is in the implementation phase and instruments to be used in the evaluation process are being developed.

OBJECTIVE 3: Compliance with the spirit and letter of the Affirmative Action/Equal Opportunity (AA/EEOC) laws and regulations.

UMA continues an active role in a Lincoln organization of concerned employers, which is currently developing information to be used in minority recruitment to the Lincoln, Nebraska area. Responsibility for monitoring UMA's Affirmative Action compliance has been transferred to a staff member in the President's Office. In the past this function has been handled by a staff member in the Operations Division with other personnel responsibilities; now UMA believes that Affirmative Action compliance is more appropriately a function of the office of the chief executive. As a matter of ongoing policy, UMA fully supports the concepts of equal opportunity

and affirmative action in all aspects of its operations, and day-to-day activities reflect this attitude.

OBJECTIVE 4: Maintenance and improvement of administrative support.

Activities in this area continued through the report period, and included routine acquisition of goods and services, personnel services, and maintenance of contacts with legal counsel. In addition, computerized word processing capabilities were extended to all divisions and offices through an in-house computer. This capability makes composition of proposals and reports and dissemination of information faster and more efficient.

OBJECTIVE 5: Maintenance of effective leadership for the organization.

In order to fine-tune operations, several staff responsibilities were changed early in the quarter. (See Introduction to this report.)

Also in this quarter, UMA studied proposals from outside firms to provide management development training. Review of these proposals will continue during the second quarter.

A consultant retained during FY 79 to assess and analyze federal higher education legislation and to keep UMA abreast of federal policy initiates having impact on nontraditional education visited UMA offices during the quarter to acquaint himself with operations and staff.

PROGRAM ACTION C: To insure that appropriate fiscal planning is conducted, needs are identified and resources are obtained in sufficient quantity to achieve the organization's goals and that those resources are expended according to accepted standards of fiscal accountability.

OBJECTIVE 1: Maintenance of current fiscal plans.

As a matter of ongoing practice, UMA continued this quarter to maintain short- and long-term cash flow and forecasts, examine alternatives of financial mix for the support of operations, examine and develop capital formation requirements and strategies, review pricing strategies relevant to the Division of Marketing, amd define the succeeding years operating plan and budget requirements, as well as perform other routine financial maintenance analyses and projections.

OBJECTIVE 2: Sufficient amd diversified financial support.

Endeavors to insure sufficient and diversified financial support were maintained in the report period through identification of various funding sources; the submission of course- or project-specific proposals to foundations and corporations; and discussions and negotiations with other producers of educational materials and business enterprises.

During the quarter, UMA's previous proposal submitted in FY 79 to the National Endowment for the Humanities (NEH) to develop plans for a community outreach program using materials produced for "The Great Plains Experience" course was accepted, and we received $29,293 to proceed with those plans. UMA also received a conditional grant of $100,000 from the NEH for development of a telecourse known informally within UMA at this time as "Rural Society." UMA is seeking other support for this project, and to that end, has had contacts and discussions with John Deere Foundation, Farmland Industries, Inc., Oscar Meyer Foundation, DeKalb Ag Research, Pioneer Hi-bred Seed Co., Quaker Oats Co. Foundation, and Rockefeller Foundation. Several members of the Board of Trustees have been of direct assistance in seeking support for this proposal.

UMA has also discussed possible use of existing course materials and/or development of additional materials related to extant courses with the AFL-CIO and the American Management Associations.

The National Center on Child Abuse and Neglect, an agency within the former Health, Education, and Welfare Department's Office of Human Development, awarded UMA $255,000 to develop and produce a three-program pilot television series on Parent Education, aimed at primary prevention of child abuse. In addition, UMA received $5,000 from E. I. duPont de Nemours & Company, Inc., to support development of the television series and course materials of "Loosening the Grip: A Survey of Alcohol Information," currently under production at UMA.

OBJECTIVE 3: Financial control and accountability.

The in-house computer has facilitated more efficient reporting and control of operations in several activity areas of the organization, including Marketing, Information and Publications, Operations, and Academic Planning.

To insure financial control, the vice president, treasurer and appropriate directors review financial reports monthly. These reviews include management and financial performance, and financial projections and budgets.

UMA prepared and submitted the annual NIE financial report for FY 79 in this quarter. In addition, approval of a new provisional indirect cost rate was received.

During a December 21 conference call of the Executive Committee of the Board of Trustees, the Audit Committee accepted the 1979 audit report.

PROGRAM ACTION D: To provide leadership by assisting those interested in the improvement and further development of open learning and nontraditional studies.

OBJECTIVE 1: Sponsorship of national and regional conferences and meetings to foster the further development of lifelong learning.

In October UMA co-hosted with the Nebraska Educational Television Network a subcommittee meeting in Lincoln of the Committee on Inter-Institutional Cooperation, an organization of distinguished telecommunications practitioners from Big Ten institutions, in addition to the University of Chicago. UMA staff had the opportunity to lead several discussions and give presentations on open learning at this meeting.

Planning activities for UMA's sixth national conference on open learning, this year called "Federal Policy and the Adult Learner," continued into the first quarter of FY 80. This symposium for decision-makers in postsecondary education, public broadcasting, government and foundations, will be held in March 1980 in Washington, D.C.

UMA is again co-sponsoring a "Reaching the New Student" conference, also scheduled for March in Denver. The national conference agenda will highlight the role of telecommunications in reaching and retaining the new student of the 1980s, as well as various other topics pertaining to non-traditional study of interest to educators, administrators and public broadcasters.

OBJECTIVE 2: Active cooperation with other proponents and practitioners of nontraditional study and participation in the formulation of public policy concerning lifelong learning.

The University of Mid-America continues to be vitally interested in the reauthorization of the Higher Education Act and is actively working to

promote inclusion of the concept of open learning in the substance of that legislation.

UMA is involved in ever-increasing interaction with other proponents of nontraditional study and staff members have had various meetings this quarter with individuals representing the American Association of Community and Junior Colleges, the Public Broadcasting Service (PBS) and others concerned with telecommunications and higher education. UMA's President continues a very active role on the Board of Directors of PBS, and was recently named to the PBS-appointed Educational Telecommunications Program Service Advisory Committee. He also participated in the tenth anniversary celebration of the British Open University in November.

UMA has joined the Council on the Continuing Education Unit, has been accepted for membership in the Joint Council on Educational Telecommunications, and has applied for membership in the National University Extension Association.

PROGRAM ACTION E: To disseminate nationally the results of UMA's research and development activities to enable other institutions and agencies to benefit from the experience of this model regional open learning system.

OBJECTIVE 1: Dissemination of information to defined audiences in a timely and effective manner.

In a continuous effort to share information with other institutions which might benefit from UMA's experience, and to keep key publics abreast of activities, UMA Outlook, the monthly newsletter from the President's Office, continues to be produced and distributed to selected audiences within the UMA consortium. Production also continued of UMA Update, a bi-monthly publication with emphasis on events of national interest. Numerous general information packets, "About UMA" brochures, various

booklets and miscellaneous information pieces, were distributed during the quarter, and numerous requests for specific information about UMA were also processed. Final phases of production were coordinated for the UMA calendar, distributed each year to select individuals and potential users of course materials. Planning began during this report period for the UMA Annual Report, and an updated "About UMA" brochure, both of which are scheduled for completion during the second quarter.

In addition, the Information and Publications Office continues to prepare various brochures and related information and promotion pieces for courses and for conferences, in cooperation with the Divisions of Marketing and Academic Planning.

OBJECTIVE 2: Increased public awareness of lifelong learning and non-traditional study.

This quarter the UMA President addressed two important conferences of organizations outside the consortium: the Missouri Cooperative Extension Service, and the North American Association of Summer Sessions in joint meeting with the Western Association of Summer Session Administrators. Such opportunities to advance understanding and appreciation of open learning are taken whenever feasible.

APPENDICES

APPENDIX A

DIVISION OF ACADEMIC PLANNING: COURSE IDEAS

ADULT LITERACY: Investigating feasibility of developing or distributing materials in this area, in response to a request from Literacy Volunteers of America.

AGING: OPEN UNIVERSITY ADAPTATION: Investigating possible adaptation of an existing Open University course on aging.

AGING: REGIONAL ACTIVITIES: Possibility of providing conferences, workshops and technical assistance to University of Kansas project on aging.

AHEC MATERIALS: Discussions with South Dakota Area Health Education Center network on the development of inservice materials for the allied health professions.

ALCOHOL SPINOFF: Negotiation with the National Council on Alcoholism regarding potential uses of "Loosening the Grip," the alcohol education course being produced by UMA.

BOTANIC MAN: Negotiating with Thames Television of Great Britain for distribution rights to a television series and related print materials in the life sciences.

CHILD ABUSE: University of Iowa is preparing a proposal to UMA for cooperative development of training materials for professionals in the child abuse area, related to the parent education programs being produced by UMA.

COMMON BODY OF KNOWLEDGE: Planning for the development of a series of business courses that would satisfy the entry requirements of MBA programs and the core requirements of undergraduate business major.

CONTROL DATA COOPERATIVE PROJECT: Discussions with Control Data Corporation about joint production of materials for inservice training in the health professions.

HANDICAPPED PERSON IN THE COMMUNITY: Possible adaptation of an existing Open University course on the handicapped.

HUMANITIES COMMITTEES: Discussions with representatives of State Humanities Committees on joint development and delivery of instructional materials in the humanities.

INDEPENDENT LIVING SKILLS: A series of modules for health service professionals and laymen on the successful integration of the handicapped into the community.

JOINT COUNCIL ON ECONOMIC EDUCATION: Discussions with JCEE regarding potential UMA development of educational materials for use by JCEE nationwide.

MCREL PROJECTS: Discussions with Mid-Continent Regional Educational Laboratory regarding potential for joint projects in development and delivery of inservice training materials for teachers.

NATIONAL ASSOCIATION OF BANK WOMEN: Discussions regarding cooperation in the development of an independent study MBA program.

ORGANIZATIONAL PSYCHOLOGY: Potential development of a "wraparound" course based on an existing series of films in Organizational Psychology.

PHYSICAL FITNESS: Possible joint project with Coast Community College in developing a physical fitness series for adults.

SHAKESPEARE: Possible acquisition and distribution of a radio-based course produced at the University of Iowa.

URBAN SOLUTIONS: Film series proposed by the University of Missouri investigating projects that have found solutions to urban problems.

WORK SKILLS: Discussions with Northwestern Bell regarding development of training package for industry on successful integration of the handicapped.

APPENDIX B

DIVISION OF ACADEMIC PLANNING: CONFERENCES

1. National Open Learning Conference
2. Counseling Adults
3. Evaluation of Self Directed and Experiential Learning
4. Assessing Adult Learning Needs
5. Enhancing Faculty Skills to Meet the Needs of Adults
6. Understanding the Adult Learner
7. New Technologies Supporting Instruction
8. Competency Based Education and Self Directed Learning
9. Successful Steps for Raising Funds for Adult Continuing Education Programs
10. Providing Successful Student Services for the Nontraditional Learner
11. Effective Promotion to Reach Adult Learners
12. Developing Organizational Marketing Strategies
13. Improving Management Skills in College and University Continuing Education Settings
14. The Organization As a Learning System
15. Adult Life Development and Aging
16. Systems for Appraising Personnel Performance
17. Career Analysis and Pathing
18. Reaching New Students Through Multimedia Instruction
19. Improving Research Skills in Adult/Continuing Education
20. Developing Continuing Education Programs
21. Interviewing, Hiring, and Maintaining Productive Employees
22. Systems For Appraising Personnel Performance

23. Human Resource Development in Organizations

24. Organizational Change and Renewal

25. Improving Supervisory Skills

26. Effective Working with your Station Personnel